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Personnel 3

15 APR 1965

Julius E. Elington
Chairman, Awards Committee
Training Officers Conference
Room 3322, Interior Building
Washington, D.C. 20340

Dear Mr. Elington:

I make the following nominations for Distinguished Service Awards:

[redacted] Chief, Management Training Faculty

[redacted], Management Training Instructor

[redacted] Management Training Instructor

Organization: The Central Intelligence Agency
Business Address: Washington 25, D.C.

These three men are nominated for Distinguished Service Awards because, as a team, they have achieved outstanding success in developing for the Central Intelligence Agency a sophisticated management training program that involves all levels of management, from senior executives through first-line supervisors.

The Nature of the Problem.

Senior executives of CIA have long been interested in improving Agency management at all levels. Management training programs have been conducted in the Agency for more than ten years, but these have been directed primarily toward the supervisory and middle-level management areas. Until recently it appeared impossible to identify the program that would be best suited to Agency needs for a comprehensive management training program. Some senior officers have attended external programs - the Harvard program, for example - but the benefits have been localized and often temporary.

The Nature of the Contribution.

Early in 1964 Messrs. [redacted], who constitute the Management Training Faculty of the Office of Training, began a systematic search for a solution to the problem. In May of 1964, with the full support of several senior Agency executives,

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Dr. Robert Blake's Managerial Grid Program (See "Breakthrough in Organization Development," Harvard Business Review, November - December 1964, reprint copy attached) was introduced in a senior officers' seminar. A consultant was brought in to conduct the course. The success of this experiment led to several additional seminars for senior officers. On the basis of this experience, Messrs. [redacted] developed a "Pilot Project" that involved the "Grid" training of an entire Agency component, including the Chief of the component and all officers with administrative and supervisory duties.

The Results of the Contribution.

The results of the experimental seminars and of the pilot project indicate clearly that the "Grid" training technique is the answer to the problem of Agency-wide improvement of management practices, and additional projects are now being planned for other Agency components. The real significance of the contribution made by Messrs. [redacted] lies in the fact that not only did they identify and demonstrate the effectiveness of a comprehensive management training technique that meets the rather peculiar needs of the Agency but also they convinced senior officers of the Agency that management at all levels can be improved by training; there is no longer at any level of responsibility an attitude of indifference toward management training; where this attitude existed it has been replaced by real concern with, and involvement in, the training program.

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SIGNED
MATTHEW BAIRD
Director of Training
Central Intelligence Agency
Washington 25, D.C.

Attachment: As stated above

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